

BRIDGET BRENNAN

CEO OF THE FEMALE FACTOR AND
AUTHOR OF *WHY SHE BUYS*

**WINNING
HER
BUSINESS**

**HOW TO TRANSFORM THE
CUSTOMER EXPERIENCE FOR
THE WORLD'S MOST
POWERFUL CONSUMERS**

A PDF COMPANION TO THE AUDIOBOOK

CHAPTER 1

YOUR BIGGEST GROWTH MARKET IS ALREADY HERE

- If you were to rank your business on a scale of 1 to 10 on its effectiveness in connecting with modern women consumers, with 10 being the highest, what number would you give? Use this number as a benchmark for future progress.
- How have you seen differences in gender culture play out in your own customer interactions? What did you learn from these experiences?
- Categorize your customer data by gender. Can you identify specific buying patterns and preferences by examining the information this way?

CHAPTER 2

WHAT SELLING LOOKS LIKE NOW

- Think about the best buying experience you've ever had with a sales professional. What did that professional do well that made the experience so memorable? What lessons can you apply to your own business based on that experience?
- Write down your favorite places to shop/buy/be a

ACTIVATING YOUR INSIGHTS

customer, including both e-commerce companies and traditional businesses. What are these companies doing well that you could adapt for your own business?

CHAPTER 3

Transactional vs. Holistic Buying

Transactional Buying	Holistic Buying
Shop for a single item	Shop comprehensively—what else goes with this item?
Evaluating the product only	Evaluating the product <i>and</i> the sales experience, including the salesperson interaction
Thinking, “ <i>Will this work for me?</i> ”	Thinking, “ <i>Will this work for everyone else too?</i> ”
Lower expectations for attentive service	Higher expectations for attentive service
Information seekers	Information and <i>inspiration</i> seekers

THE FOUR MOTIVATORS FRAMEWORK

- Thinking about your own business and sales style, which motivators are your greatest strengths? Which need the most work?
 - My ability to connect
 - My ability to inspire
 - My ability to make customers feel confident
 - My proactivity in showing appreciation

ACTIVATING YOUR INSIGHTS

- Imagine your customer is talking to a friend. Your customer tells her friend, "You *have* to work with [YOU], because _____." What are the reasons you'd like the customer to give? How many can you come up with that don't involve price?
- Evaluate your business environment by seeing it through the lens of women customers. Answer the following questions, which reflect some of the things women may be noticing when they enter your place of business:
 - Does this place feel bright and modern?
 - Is the space clean?
 - Did I get a friendly welcome when I walked in?
 - Do the people here make me feel comfortable (i.e., are they polite and respectful)?
 - Are there any women working here?
 - Is there a place for me and/or my companions to sit down?
 - Do they cater to people with kids?
 - Do they show an interest in helping me?
 - Do the people here seem knowledgeable and trustworthy?
 - Do they offer good value for the price?
 - Can I count on them if something goes wrong with my purchase?
 - Would I want to come back here?
 - Do I feel compelled to tell my friends they need to come here?

CHAPTER 4

MOTIVATOR #1: CONNECTED: CREATE AN EMOTIONAL CONNECTION WITH YOUR CUSTOMERS

- Imagine that someone felt so strongly connected to your business that she wanted to get a tattoo of your logo. (Work with me here—it's a brainstorm! And don't forget, people already do this with brands such as Harley-Davidson and Nike.) What are the kinds of things you could do to generate that kind of loyalty and connection? Create a list of ideas, and pick the top one or two to execute.
- What are the three top ways that you connect with customers currently? How can you expand on these efforts to create even deeper connections?

CHAPTER 5

MOTIVATOR #2: INSPIRED: INSPIRE YOUR CUSTOMERS TO DO BUSINESS WITH YOU

- Your best customer stories can inspire prospects and new customers. With that in mind, consider creating a "Happy Customer Story Repository." This repository is a compilation of your best and most inspiring customer stories, documented in a file so that they're top of mind and can be referenced in future customer conversations. If you work with a team, collaborate on the repository so you can share each other's customer stories and have that many more to tell.

ACTIVATING YOUR INSIGHTS

- Think about all the things you do for customers that might cause them to say, “Wow!” What are some ways you can create more “wow” moments, like the test showers at Kohler Experience Centers and the test rides at Folsom Bike? Can you expand on the “wow” moments you already offer?
- Ultimately, people are inspired to buy something when they feel it will improve their lives. How can you more effectively articulate how much better someone’s life will be if they buy your product or service?

CHAPTER 6

MOTIVATOR #3: CONFIDENT: INSTILL CUSTOMERS’ CONFIDENCE IN YOU AND YOUR PRODUCTS

- In what ways can you give your customers just 5 percent more than they’re expecting (in terms of service), every time?
- Revisit your online professional profile. Is it up to date? Does it create a compelling impression of your capabilities? If you don’t have a professional profile, make it a priority to create one.
- What analog activities in your own business could you bolster with technology, similar to the way Sephora uses technology to bolster customer confidence in its company and products?

CHAPTER 7

MOTIVATOR #4: APPRECIATED: MAKE YOUR CUSTOMERS FEEL APPRECIATED FOR THEIR BUSINESS

- What are some creative ways you can show appreciation to your customers? You don't have to break the bank. In my neighborhood, two nail salons are on the same street. One offers a free, two-minute shoulder massage with each manicure, and one doesn't. Guess which one gets my business?
- If you created a loyalty program for your business, what could it look like?
- Identify the obstacles that prevent you from keeping in regular touch with customers and influencers. What can you do to make this process more manageable?

CHAPTER 8

TOP TRENDS DRIVING WOMEN'S BUYING PATTERNS: A ROAD MAP TO EXCEEDING CUSTOMER EXPECTATIONS

Trend #1: Double Duty, Half the Time

- Many of the apps that Judi uses provide a helpful service, not a product. Could you offer a complementary service

ACTIVATING YOUR INSIGHTS

for the products you sell? For example, IKEA bought TaskRabbit, an app-based business that helps people with errands and activities such as assembling IKEA furniture. It was a natural match. Ulta Beauty stores offer a variety of hair and beauty treatments. How else can you make your customers' lives easier with a service that complements your products? Can you leverage new technologies to offer conveniences such as deliveries and automatic replenishment?

- Time is only one aspect of convenience. Write a list of other aspects of convenience that you can provide through your business.

Trend #2: The Mini-Me Effect

- Consider how this trend could be an opportunity for your business to grow. Does it make sense for your brand to move up or down the age spectrum? Is there an opportunity to provide "parallel programming" for both kids and parents?
- Pets are a part of the family too, and a fast-growing sector of the consumer economy. Determine whether your business has an opportunity here too.

Trend #3: Visual Storytelling

- Brainstorm creative ways to inspire customers to include you, your products, or your services in their social media posts.
- How can you be a part of the new wave of mini milestones in our culture?

Trend #4: Health and Wellness as a Lifestyle

- Identify the health and wellness trends influencing your customers right now. Are there any latent health and wellness qualities you can tap into within your own business?
- In what ways can you demonstrate that your product or service is “good for you”? Write down as many as possible.

Trend #5: Sixty Is the New Forty

- Determine how well you are engaging this group of potential customers. Is your approach in tune with the reality of their lives? What ways might you be able to promote opportunities for “reinvention” and experiences to this customer market?
- Baby boomer women are a loyal source of referrals for the people and businesses that serve them well. Be conscious of giving the same high standard of attentive service to all your customers, no matter what their age.

Trend #6: Personalization—“I Am My Own Brand”

- Determine where personalized options could fit into your product or service portfolio, and the kinds of resources that would be required to bring these options to market.
- Examine whether it would be appropriate or feasible for your business to provide tiered levels of service or a concierge-style, on-demand offering.

NOTES

Introduction

1. See, for example, Michael J. Silverstein and Kate Sayre, “The Female Economy,” *Harvard Business Review*, September 2009, <https://hbr.org/2009/09/the-female-economy>, citing a 2009 Boston Consulting Group worldwide survey; Bridget Brennan, *Why She Buys: The New Strategy for Reaching the World's Most Powerful Consumers* (New York: Crown Business, 2011); United States Department of Labor, Employee Benefits Security Administration, “General Facts on Women and Job-Based Health” fact sheet, DOL.gov, December 2013, <https://www.dol.gov/sites/default/files/ebsa/about-ebsa/our-activities/resource-center/fact-sheets/women-and-job-based-health.pdf>.
2. The concept of gender as cross-cultural communication

NOTES

was pioneered by linguistics scholar Deborah Tannen of Georgetown University, author of many insightful books on gender, including *You Just Don't Understand: Women and Men in Conversation* (William Morrow, 1990, 2007). The concept of applying gender culture in marketing was popularized by Marti Barletta, in her book *Marketing to Women: How to Increase Your Share of the World's Largest Market* (Dearborn Trade Publishing, 2006).

Chapter 1

1. Silverstein and Sayre, "The Female Economy" (see intro., n. 1).
2. Bridget Brennan, "The Real Reason Women Shop More Than Men," *Forbes.com*, March 6, 2013, <https://www.forbes.com/sites/bridgetbrennan/2013/03/06/the-real-reason-women-shop-more-than-men/#5dd4274f74b9>.
3. United States Department of Labor, Bureau of Labor Statistics, "Volunteering in the United States, 2015," news release no. USDL-16-0363, February 25, 2016, <https://www.bls.gov/news.release/volun.nr0.htm>.
4. United States Department of Labor, "General Facts on Women and Job-Based Health" (see intro., n. 1).
5. Brennan, *Why She Buys*, 179 (see intro., n. 1).
6. For an excellent overview of the topic and references to studies on the subject, see Rose Hackman, "'Women Are Just Better at This Stuff': Is Emotional Labor Feminism's Next Frontier?," *Guardian*, November 8, 2015, <https://www.theguardian.com/world/2015/nov/08/women-gender-roles-sexism-emotional-labor-feminism>.

NOTES

7. National Center for Education Statistics, Table 318.10.
“Degrees Conferred by Postsecondary Institutions, by Level of Degree and Sex of Student: Selected Years, 1869–70 through 2026–27,” *Digest of Education Statistics*, March 2017, https://nces.ed.gov/programs/digest/d16/tables/dt16_318.10.asp.
8. ICEF, “Women Are Increasingly Outpacing Men’s Higher Education Participation in Many World Markets,” October 22, 2014, <http://monitor.icef.com/2014/10/women-increasingly-outpacing-mens-higher-education-participation-many-world-markets/>.
9. Jeff Guo, “Women Are Dominating Men at College. Blame Sexism,” *Washington Post*, December 11, 2014, https://www.washingtonpost.com/news/storyline/wp/2014/12/11/women-are-dominating-men-at-college-blame-sexism/?utm_term=.69d88c5e4b57.
10. United States Department of Labor, Women’s Bureau Issue. Working Mothers Brief, June 2016, https://www.dol.gov/wb/resources/WB_WorkingMothers_508_FinalJune13.pdf.
11. United States Department of Labor, Women’s Bureau.
12. United States Department of Labor, Women’s Bureau.
13. United States Department of Labor, Women’s Bureau.
14. BMO Wealth Institute, “Financial Concerns of Women,” March 2015, <https://www.bmo.com/privatebank/pdf/Q1-2015-Wealth-Institute-Report-Financial-Concerns-of-Women.pdf>, p. 2.
15. See Robert W. Fairlie et al., *The Kauffman Index of Startup Activity, 2016* (Ewing Marion Kauffman Foundation, August 2016), available at www.kauffman.org/~media/kauffman_org

NOTES

- /microsites/kauffman_index/startup_activity_2016
/kauffman_index_startup_activity_national_trends_2016.pdf.
16. American Express, "The 2017 State of Women-Owned Business Report," <http://about.americanexpress.com/news/docs/2017-State-of-Women-Owned-Businesses-Report.pdf>, p. 3. Women-owned businesses are defined as those that are at least 51 percent owned, operated, and controlled by one or more women.
 17. United States Department of Labor, Bureau of Labor Statistics, BLS Report no. 1065, April 2017, <https://www.bls.gov/opub/reports/womens-databook/2016/home.htm>.
 18. Pew Research Center, "Social Media Fact Sheet," February 5, 2018, <http://www.pewinternet.org/fact-sheet/social-media/>.
 19. Statista, "Percentage of Teenagers in the United States Who Use Snapchat," Statista.com, March 2018, <https://www.statista.com/statistics/419388/us-teen-snapchat-users-gender-reach/>.
 20. Sandrine Devillard et al., "Women Matter 2016: Reinventing the Workplace to Unlock the Potential of Gender Diversity," McKinsey Global Institute, <https://www.mckinsey.com/~media/mckinsey/featured%20insights/women%20matter/reinventing%20the%20workplace%20for%20greater%20gender%20diversity/women-matter-2016-reinventing-the-workplace-to-unlock-the-potential-of-gender-diversity.ashx>, p. 22.
 21. Devillard et al., "Women Matter."
 22. Catalyst, "Women CEOs of the S&P 500," October 5, 2018, <https://www.catalyst.org/knowledge/women-ceos-sp-500>.

NOTES

23. Valentina Zarya, "Female Founders Got 2% of Venture Capital Dollars in 2017," *Fortune*, January 31, 2018, <http://fortune.com/2018/01/31/female-founders-venture-capital-2017/>.

Chapter 2

1. Accenture, "U.S. Companies Losing Customers as Consumers Demand More Human Interaction," March 23, 2016, <https://newsroom.accenture.com/news/us-companies-losing-customers-as-consumers-demand-more-human-interaction-accenture-strategy-study-finds.htm>.

Chapter 3

1. Brennan, *Why She Buys*, 259 (see intro., n. 1).
2. Liz Hampton, "Women Comprise Nearly Half of NFL, but More Wanted," Reuters, February 4, 2017, <https://www.reuters.com/article/us-nfl-superbowl-women/women-comprise-nearly-half-of-nfl-audience-but-more-wanted-idUSKBN15J0UY>.
3. Minnesota Vikings staff, in discussion with the author, n.d.
4. Minnesota Vikings, "Vikings and MSFA to Open New Mothers' Room at U.S. Bank Stadium," press release, August 23, 2018, <https://www.vikings.com/news/vikings-and-mfsa-to-open-new-mother-s-room-at-u-s-bank-stadium>.
5. Steven Bertoni, "WeWork Hits \$20 Billion Valuation in New Funding Round," *Forbes.com*, July 10, 2017, <https://www.forbes.com/sites/stevenbertoni/2017/07/10/wework-hits-20-billion-valuation-in-new-funding-round/>.
6. Michael Brown, Andres Mendoza-Pena, and Mike Moriarty,

NOTES

- “On Solid Ground: Brick-and-Mortar Is the Foundation of Omnichannel Retailing,” AT Kearney, 2014, <https://www.atkearney.com/documents/20152/924670/On+Solid+Ground.pdf/1958eca8-df9f-da6e-a02d-82f2039bbd63>.
7. Ed Hammond and Noah Buhayar, “Buffett’s Berkshire Hathaway Buys Stake in Pilot Flying J,” Bloomberg.com, October 3, 2017, <https://www.bloomberg.com/news/articles/2017-10-03/buffett-s-berkshire-hathaway-acquires-stake-in-pilot-flying-j>.

Chapter 4

1. United States Department of Labor, “General Facts on Women and Job-Based Health” (see intro., n. 1).
2. Bridget Brennan, “Would You Like Champagne with That Sofa? Restoration Hardware Bets Big on Experiential Retail,” Forbes.com, November 13, 2015, <https://www.forbes.com/sites/bridgetbrennan/2015/11/13/would-you-like-champagne-with-that-sofa-restoration-hardware-bets-big-on-experiential-retail/#479af4bb1c60>.
3. Brennan, *Why She Buys*, 260 (see intro., n. 1).
4. *Pretty Woman*, directed by Garry Marshall, Touchstone Pictures, Silver Screen Partners IV, and Regency International Pictures, 1990, film.

Chapter 5

1. Brennan, *Why She Buys*, 238 (see intro., n. 1).
2. Bridget Brennan, “The Retailer Winning the Battle for Millennial Women,” Forbes.com, November 16, 2012, <https://>

NOTES

www.forbes.com/sites/bridgetbrennan/2012/11/16/the-retailer-winning-the-battle-for-millennial-women/#35d780076ea9.

3. Adapted from Bridget Brennan, “We’re All Millennials Now,” *Forbes.com*, October 16, 2014, <https://www.forbes.com/sites/bridgetbrennan/2014/10/16/were-all-millennials-now/#288c42e13241>.
4. Brennan, “We’re All Millennials Now.”
5. See Bridget Brennan, “Three Strategies for Marketing to Millennial Women,” *Forbes.com*, November 12, 2013, <https://www.forbes.com/sites/bridgetbrennan/2013/11/12/three-strategies-for-marketing-to-millennial-women/>.
6. Adapted from Bridget Brennan, “Avoid These Visual Mistakes When Marketing to Women,” *Forbes.com*, October 7, 2015, <https://www.forbes.com/sites/bridgetbrennan/2015/10/07/avoid-these-visual-mistakes-when-marketing-to-women/#4fff64cb5e50>.
7. The US television sitcom set in a friendly bar, which ran from 1982–1993.

Chapter 6

1. Laura M. Holson, “How Sephora Is Thriving amid a Retail Crisis,” *New York Times*, May 11, 2017, <https://www.nytimes.com/2017/05/11/fashion/sephora-beauty-retail-technology.html>.
2. Brennan, *Why She Buys*, 245 (see intro., n. 1).
3. Frank V. Cespedes and Jared Hamilton, “Selling to Customers Who Do Their Homework Online,” *Harvard Business Review*,

NOTES

March 16, 2016, <https://hbr.org/2016/03/selling-to-customers-who-do-their-homework-online>.

Chapter 7

1. "About Allstate," Allstate Insurance Company, accessed September 23, 2018, <https://www.allstate.com/about.aspx>.
2. Data provided by MonteNapoleone District.
3. Adapted and updated from Bridget Brennan, "How to Deliver the Ultimate in Luxury Retail Experiences, Italian Style," *Forbes.com*, July 12, 2016, <https://www.forbes.com/sites/bridgetbrennan/2016/07/12/how-to-deliver-the-ultimate-in-luxury-retail-experiences-italian-style/#868b1946a894>.

Chapter 8

1. Ruth Schwartz Cowan, *More Work for Mother* (New York: Basic Books, 1983), 18.
2. Bridget Brennan, "The Growth of Women in the Workforce and How Retailers Can Respond," *Forbes.com*, February 28, 2017, <https://www.forbes.com/sites/bridgetbrennan/2017/02/28/the-growth-of-women-in-the-workforce-and-how-retailers-can-respond/#266f53524b1d>.
3. Adapted from Bridget Brennan, "Why Parents and Kids Now Aspire to the Same Brands," *Forbes.com*, March 12, 2012, <https://www.forbes.com/sites/bridgetbrennan/2012/03/12/why-kids-and-parents-now-aspire-to-the-same-brands/#77b30eb92bd6>.
4. Brennan, "We're All Millennials Now" (see ch. 5, n. 4).
5. Interview excerpted from Bridget Brennan, "Parallel

NOTES

- Programming Attracts New Players,” *PGA Magazine* and PGA of America *New Player Engagement Series* podcast, August 2016. Used with permission from the PGA of America.
6. Ronan J. O’Shea, “Luxury Hotel Provides ‘Instagram Butlers’ to Help Guests Take the Best Shots,” *Independent*, October 18, 2017, <https://www.independent.co.uk/travel/news-and-advice/instagram-butlers-photos-hotel-maldives-resort-conrad-hilton-best-guide-a8006656.html>.
 7. Check it out on Gugu Guru, at https://guguguru.com/dominos_registry.
 8. Bridget Brennan, “A Picture Is Worth 1,000 Likes: How to Create an Engaging Customer Experience at Retail,” *Forbes.com*, April 7, 2016, <https://www.forbes.com/sites/bridgetbrennan/2016/04/07/a-picture-is-worth-1000-likes-how-to-create-an-engaging-customer-experience-at-retail/#306554ff431d>.
 9. Adapted from Bridget Brennan, “From Farm to Label: The Wellness Trend in Marketing Goes Far Beyond Food,” *Forbes.com*, November 12, 2014, <https://www.forbes.com/sites/bridgetbrennan/2014/11/12/from-farm-to-label-the-wellness-trend-in-marketing-goes-far-beyond-food/#754ae02f2f56>.
 10. United States Department of Labor, “General Facts on Women and Job-Based Health” (see intro., n. 1).
 11. Adapted from Bridget Brennan, “Marketing to Women? Age Is Really Just a Number,” *Forbes.com*, June 14, 2016, <https://www.forbes.com/sites/bridgetbrennan/2016/06/14/marketing-to-women-age-is-really-just-a-number/#1387b6a978d9>.
 12. AARP and Oxford Economics, “The Longevity Economy:

NOTES

- How People over 50 Are Driving Economic and Social Value in the US,” AARP.org, September 2016, <https://www.aarp.org/content/dam/aarp/home-and-family/personal-technology/2016/09/2016-Longevity-Economy-AARP.pdf>.
13. Shelagh Daly Miller, “Adults 50-Plus Now Dominate All Consumer Spending,” *Ad Age*, November 18, 2015, based on data from the US Consumer Expenditure Survey, <http://adage.com/article/aarp-media-sales/adults-50-dominate-consumer-spending/301391/>.
 14. AARP and Oxford Economics, “The Longevity Economy.”
 15. Adapted from Brennan, “Marketing to Women? Age Is Really Just a Number.”
 16. “Changes in Composition of New Entrepreneurs by Age,” in Fairlie et al., *The Kauffman Index of Startup Activity, 2016*, fig. 5A (see chap. 1, n. 15). According to the author’s calculations, 24.3 percent of new entrepreneurs are between the ages of fifty-five and sixty-four, compared to 25 percent for ages twenty to thirty-four.
 17. Sandra B. Eskin, *Preneed Funeral and Burial Arrangements: A Summary of State Statutes* (AARP Public Policy Institute, 1999), https://assets.aarp.org/rgcenter/consume/d17093_preneed.pdf.

Chapter 9

1. Vivian Hunt, Dennis Layton, and Sara Prince, “Why Diversity Matters,” McKinsey & Company website, January 2015, <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>.

NOTES

2. Adapted from Bridget Brennan, "Marketing to Women? Creative Inspiration Is Closer Than You Think," Forbes.com, April 28, 2017, <https://www.forbes.com/sites/bridgetbrennan/2017/04/28/marketing-to-women-creative-inspiration-is-closer-than-you-think/#77ca93333622>.
3. Brennan, "Marketing to Women."
4. Brennan, "Marketing to Women."